

Survey: Succession Readiness Assessment

Succession in a Family Business Environment

Succession in a Family Business environment is the passing of Ownership and/or Leadership and/or Management and/or Employment/Engagement from one generation to another.

There's nothing written in "The Book of Commercial Common Sense" that says succession in a family business must go down through the bloodline, or along marriage lines, although that's often what families aim for. There may be other options that could/should be considered.

A "Family-with-a-Business" becomes a "Business Family" when it wants to establish or maintain multi-generational continuity, *as a family* that shares its life together and some financial and other interests. This requires Family Succession, which is (obviously) entirely different to Business Succession, and requires a wholly *separate* process.

The problem is that the two quite different intentions often get horribly entangled in a single, confused process, to the profound detriment of both the family and the business.

Succession Planning (for family and business continuity)

Ensuring you have the right people in the right place at the right time underpins all organisational sustainability. We still require humans to set and agree organisational strategies, follow desired directions, and adapt and evolve to overcome challenges met along the way!

Families are organisations, as are businesses. They need to manage their talent if they desire sustainability, particularly if their leadership has long been concentrated in a driven entrepreneurial founder whose skills include creating and ticking all their own boxes!

Succession Planning should define a process that occurs over time. It involves identifying and developing the right people, so as to install them in key positions, in the family and in the business - preferably when the time is right. Modern succession planning engages the entire organisation, not just its leadership team, because life and business are changing so rapidly few organisations can survive without being in a state of constant renewal. To avoid tension and conflict, that needs to be embedded in the organisation's DNA and culture, to avoid fossilisation.

Succession Planning Readiness Tool

The Solutionist Succession Readiness Assessment helps you assess your family's and your business's current readiness for succession, and helps you plan your next steps. It has 8 sections:

1. Clarity of Purpose
2. Commitment
3. Organisational Structures
4. Job Descriptions & Competencies
5. Personal Development & Job Progression
6. Succession Process
7. Succession Action Plan
8. Contingency Plan

Completing the Assessment

Do the assessment privately at first, then share your results with other family members, and senior executives.

Each section contains statements. Read each statement and score your **family** and your **business** separately, in the 2 middle columns, on the following basis:

- (1) You disagree with the statement. You don't have this in place, or it is not done well.
 - (2) You neither agree nor disagree with the statement. You're aware of and have made some progress in this area, but there is a lot more work to do.
 - (3) You agree with the statement. You have this in place and do it well.
- (Optional) In the final column, briefly note whatever evidence supports your assessment score.

Finally, compare your results with other key stakeholders. What do your results, your points of difference, and individual's willingness to engage at all in the process, tell you?

Area	Statements	Business	Family	Evidence
1. Clarity of Purpose	We understand and agree our individual & collective Values.			
	We understand and agree our long term Vision.			
	We understand and agree our short & long term goals & plans.			
2. Commitment	We are committed to achieving our short & long term goals.			
	We have, & we live by, agreed Mission Statements.			
3. Organisational Structures	We know why, how & when we need to function to achieve our goals.			
	We have documented our organisational structures.			
	We have identified the key roles in our organisation.			
4. Job Descriptions & Competencies	We have documented our individual roles and responsibilities.			
	We have documented personal KPIs for all key roles.			
	We understand what personnel competencies key personnel must have to do their jobs & help us achieve our organisational goals.			
	We require key personnel to have, and to demonstrate, the competencies required for their assigned roles.			

Area	Statements	Business	Family	Evidence
5. Personal Development & Job Progression	We develop our people's skills to ensure they can do what they'll be required to do to achieve our goals, when they need to do it.			
	Our culture supports education and personal growth.			
6. Succession Process	We have a formal, documented Succession Plan.			
	The Succession Plan is objective, appropriate & credible.			
	The Succession Plan considers placing non-family members in key positions.			
	We have a competent & empowered Succession Management Team.			
	The Succession Plan has been communicated to all relevant stakeholders.			
7. Succession Action Plan	Our Succession Plan has been implemented.			
	We have identified & engaged key Successors & Successes in The Plan.			
	Progress against Plan is regularly assessed & adjusted, as required.			
	Succession candidates receive adequate & appropriate individual coaching & mentoring support.			
8. Contingency Plan	We have a workable Contingency Plan if the Succession process fails.			

What will you do now? Contact us for an obligation-free initial conversation [<Click Here>](#)